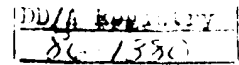


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11 AUG 1986

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Information Services
Director of Information Technology
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education

FROM: William F. Donnelly
Deputy Director for Administration

SUBJECT: Job Enrichment Phase of the Secretarial Career
System in the Directorate of Administration

1. As you are all aware, we have completed the first phase (conversion of the individual secretaries from the GS to the IS pay scale) of the new Secretarial Pay Program. I would like to express my appreciation to all of you involved in this transition, effective 6 July 1986, as it was completed very successfully.

2. Now we are gearing up for the second phase: determining at what level each of our secretarial positions should be by defining job requirements, and building jobs through job enrichment. This is probably the more difficult part of the program. Workshops are being held for representatives from each of our Offices, and your Personnel Officers are already hard at work guiding this process through its development stages. Handbooks, sample position descriptions, and other guidance have been provided. Using this reference material, take a critical look at the requirements of each of your secretarial positions. Those positions which do not meet the criteria for the levels desired must either be enhanced through job enrichment or the requested level must be reduced to the actual requirements of the position. Position Management and Compensation Division (PMCD) representatives will be available to work with us during this job enrichment program.

3. This process will be conducted over the next few months and will have my active participation. Your involvement and support throughout the

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continuing development of this new system, especially job enrichment, are crucial. We as managers, as well as our secretaries, have only to gain by a thoughtful, forward-leaning approach to the difficult job which lies ahead. I will be interested in your progress and offer you my full support.

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William F. Donnelly

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